

Global Report on Gender Equality in Public Administration

GLASS CEILINGS

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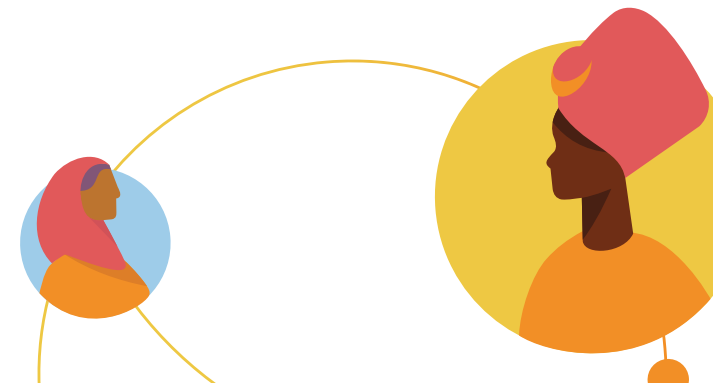
Dilek Tas





- 1. Glass Ceilings, Parity, and Gender-Inclusive Decision-Making**
 - What Are They?
 - Why Are They Important?
- 2. Measures of Decision-Making Positions**
- 3. Women's Inclusion in Decision-Making Positions**
 - Global Patterns
 - Regional Variation
 - Progress Over Time
- 4. Challenges and Opportunities**

- **Glass Ceilings:**
 - The actual or perceived barriers that block women from moving up the ranks of an organization, depressing their representation in senior management and top executive roles
- **Parity:**
 - Equal numbers of women and men employed and leading in public administration
 - We measure as 45-55% women or men



Dimensions of Gender-Inclusive Decision-Making in Public Administration

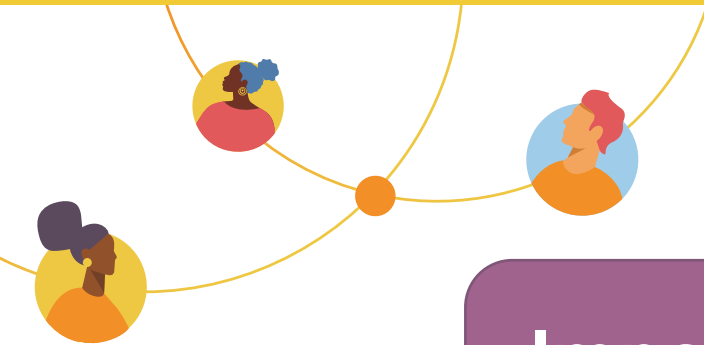
**Greater representation of
women from diverse
backgrounds in decision-
making positions**

**Gender-sensitive
approach to data
collection, analysis, and
response**

**Making decisions in ways
that are sensitive to
gender (both processes
and outcomes)**



GLASS CEILINGS: GENDER-INCLUSIVE DECISION MAKING



Importance of Gender-Inclusive Decision-Making in Public Administration

Asserts women's right to participate in public life

Sends powerful signals to other institutions and to individuals in society

Takes both women's and men's interests and perspectives into consideration

Improves the quality of decision-making processes and outcomes

WOMEN'S SHARE OF **SENIOR MANAGERS** IN PUBLIC ADMINISTRATION



- **Previous research:**
 - Define what is meant by decision-making and collect data
 - Report whatever data is available as decision-making
- **Our approach:**
 - Use available data and match to one of three categories

Top Leaders

1% of executive positions at the top levels of public administration

Senior Managers

3% of public administration positions

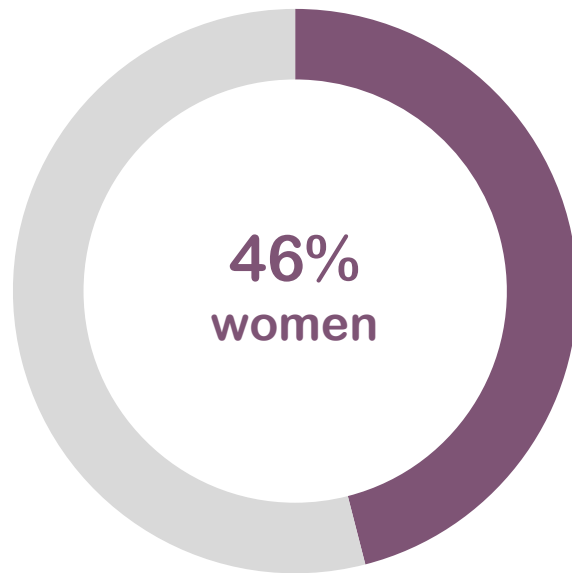
Managers

13% of public administration positions

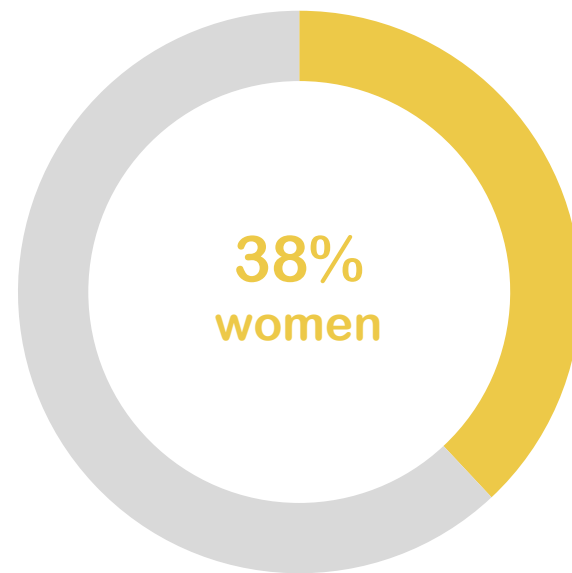
GLOBAL AVERAGES: WOMEN IN LEADERSHIP



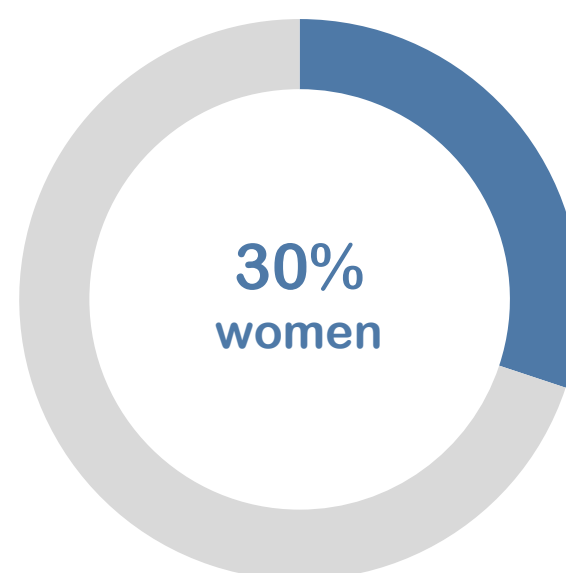
Public Administrators



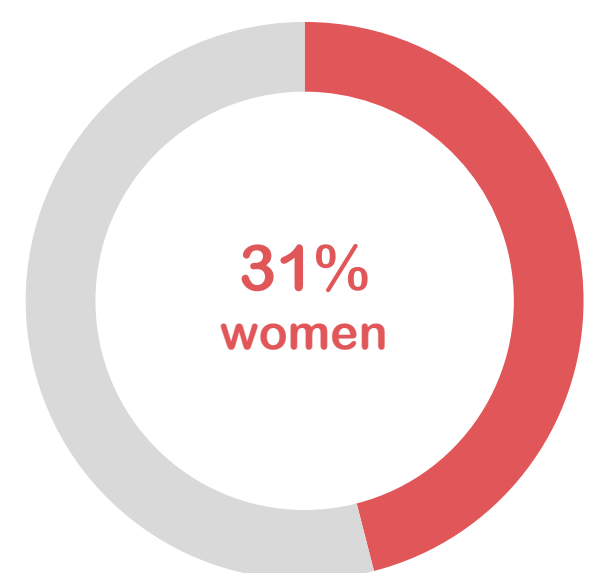
Managers



Senior Managers

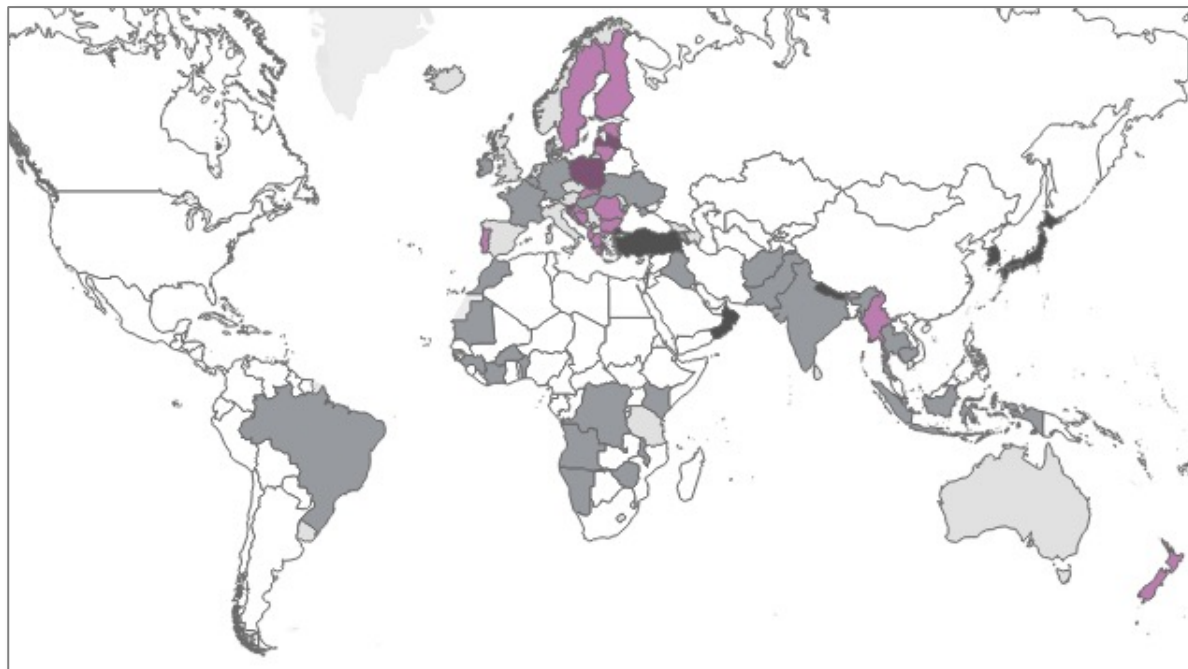


Top Leaders

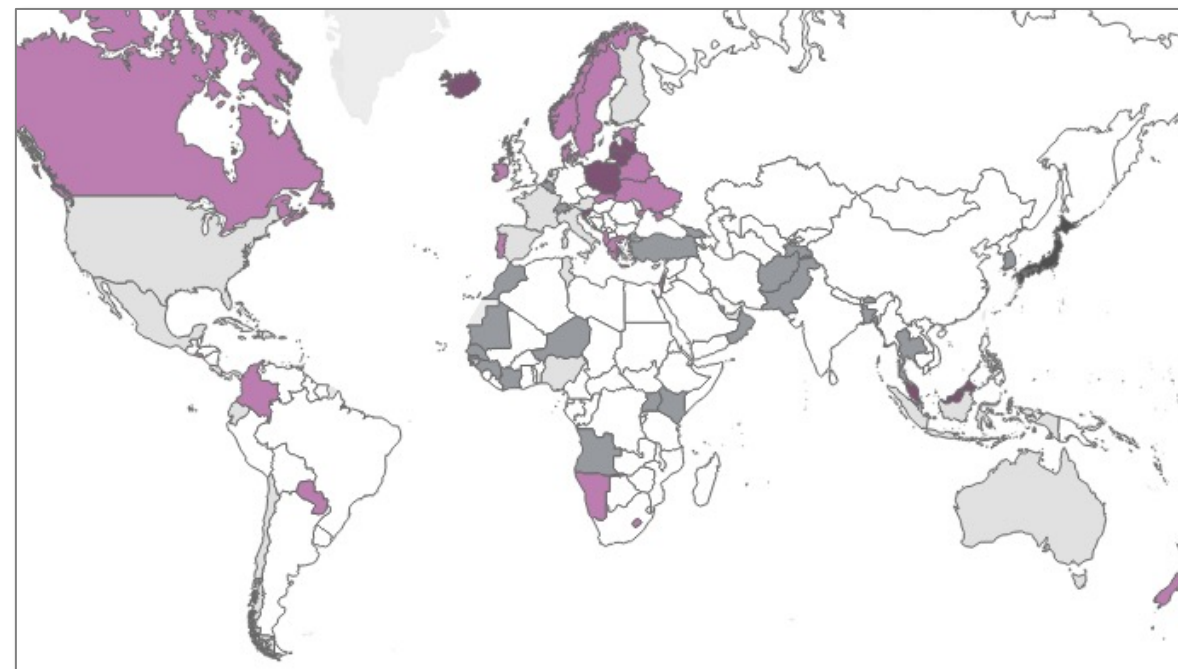


FINDINGS: WOMEN'S SHARE OF TOP LEADERS VS MANAGERS

Top Leaders



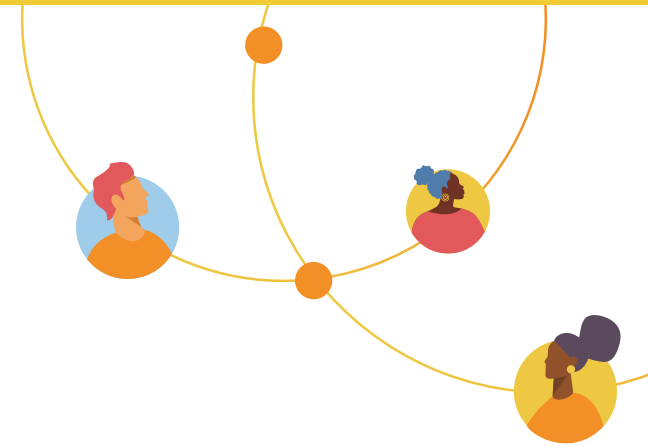
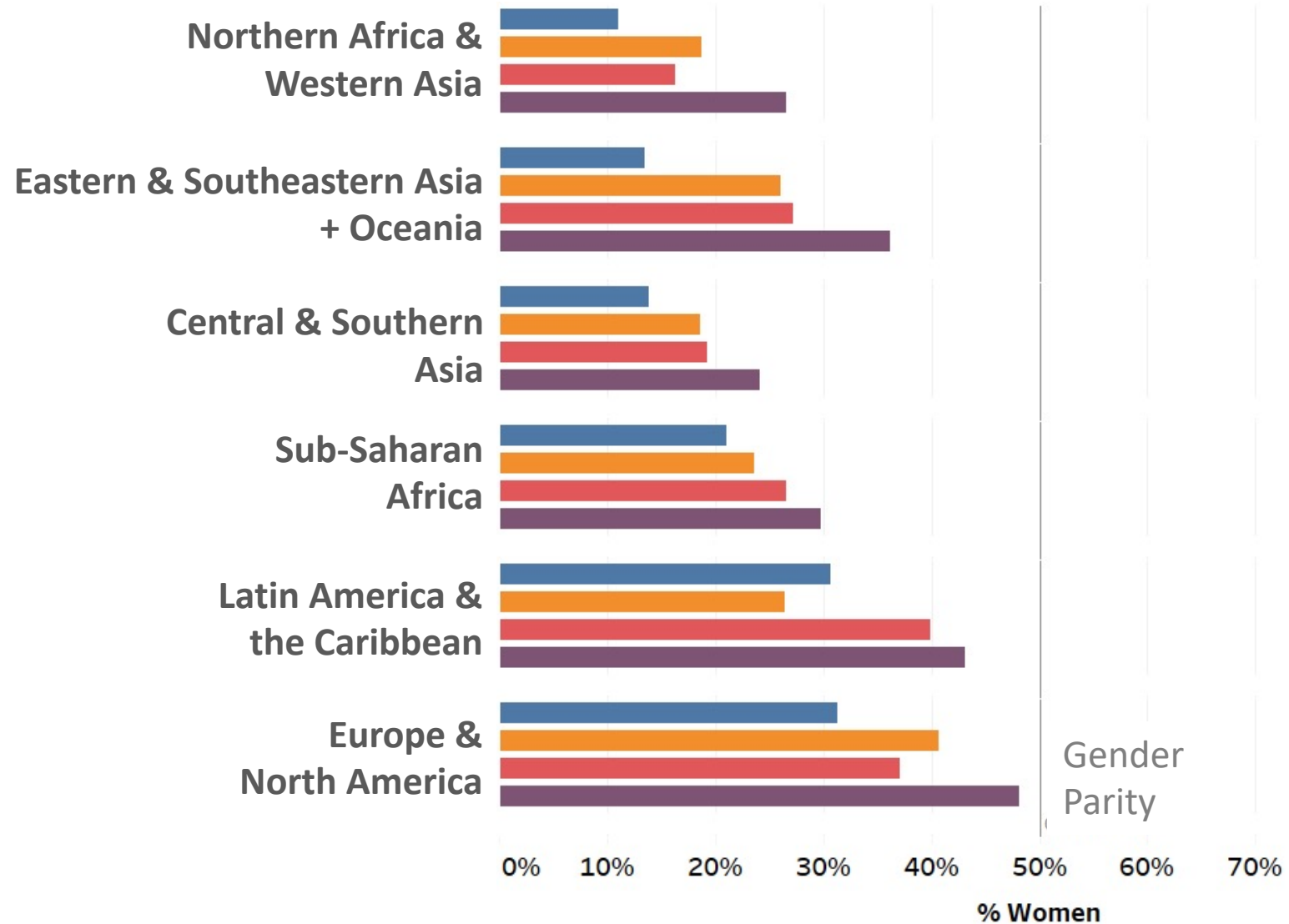
Managers



Women's Share of Decision-Makers



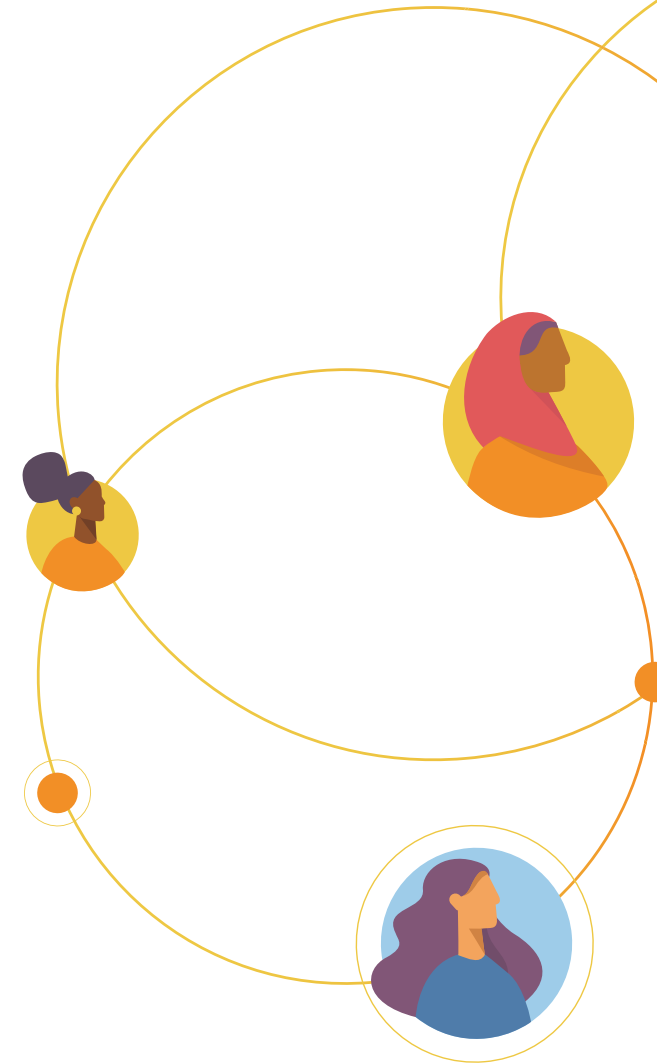
FINDINGS: REGIONAL VARIATION IN DECISION-MAKING POSITIONS



FINDINGS: PROGRESS TOWARDS PARITY IN DECISION MAKING



- **Europe:** Top Leaders (*EIGE 2020*)
 - 32% in 2010 to 42% in 2020
- **Mauritius:** Senior Positions in Government Sectors
 - 19% in 1999 to 39% in 2019
- **Sri Lanka:** Decision-making positions
 - 28% in 2006 to 40% in 2016



CHALLENGES

- Masculine workplace cultures place women in a double bind
- HR policies for recruitment, retention, and promotion lack gender sensitivity



- Policies to assist women in reaching leadership:
 - **Gender Quotas:** require a certain number or share of women to be placed into a position or level
- **SDG 16.7.1:**
 - Standardizes country-level reporting on public administration decision-making positions, disaggregated by sex, through a set of occupational categories



THANK YOU!

You can access the 2021
Global Report on GEPA at
[www.undp.org/publications/
gender-equality-public-administration](http://www.undp.org/publications/gender-equality-public-administration)

